Report to The President and the Secretary of Defense on the Department of Defense

BY THE

Blue Ribbon Defense Panel

APPENDIX D

Personnel Data

and

Trends in Staff Sizes

July 1970

PREFACE

During the Blue Ribbon Defense Panel's study of the Department
of Defense, its staff collected and prepared for the consideration of
the Panel data concerning the Personnel composition of the Department.

Some of the data are considered to be of sufficient interest to
top-management personnel of the Department of Defense to be included
as an Appendix to the Panel's Report. However, your attention is
invited to Page 20 of the Panel's Report which states that Staff
Reports are being printed as information, without necessarily imply-
ing endorsement by the Panel.

This Appendix to the Blue Ribbon Defense Panel Report is a com-
pilation of some of the data collected and assembled for the Panel
regarding the Personnel composition of the Department of Defense and
the trend in staff sizes.

Most of these tabulations are self-explanatory and are presented
without comment. The data presented are in each case the latest avail-
able at the time the Blue Ribbon Defense Panel was conducting its study
of the Department.

Enclosure 1 to this Appendix is a short staff study of Promotions
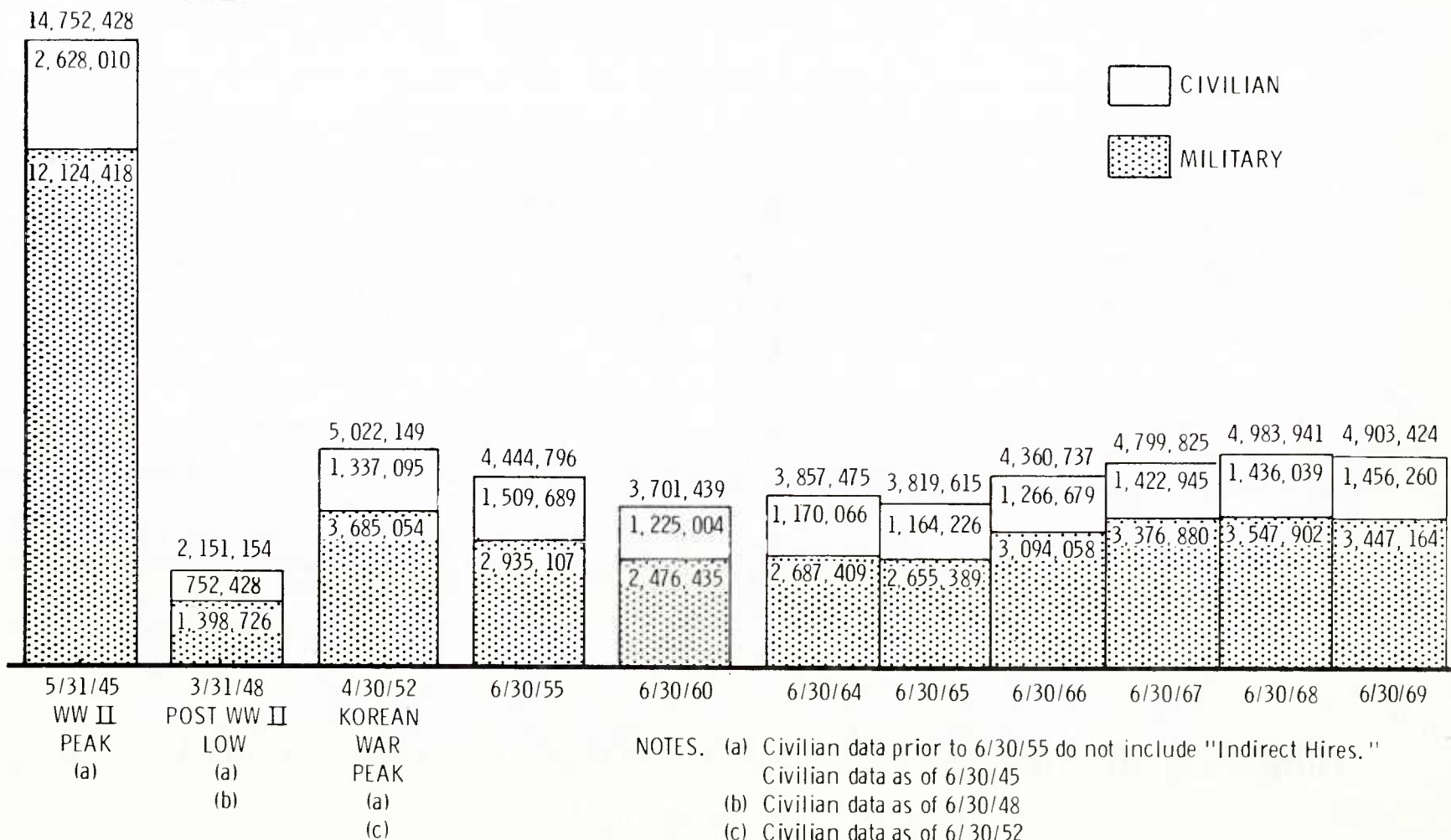to General Officer and Flag Rank in 1969.

CONTENTS

I.   DEPARTMENT OF DEFENSE
     TOTAL PERSONNEL COMPOSITION

DEPARTMENT OF DEFENSE
MILITARY AND CIVILIAN PERSONNEL

☐ CIVILIAN

▨ MILITARY

Date/Label	Total	Civilian	Military
5/31/45 WW II PEAK (a)	14,752,428	2,628,010	12,124,418
3/31/48 POST WW II LOW (a) (b)	2,151,154	752,428	1,398,726
4/30/52 KOREAN WAR PEAK (a) (c)	5,022,149	1,337,095	3,685,054
6/30/55	4,444,796	1,509,689	2,935,107
6/30/60	3,701,439	1,225,004	2,476,435
6/30/64	3,857,475	1,170,066	2,687,409
6/30/65	3,819,615	1,164,226	2,655,389
6/30/66	4,360,737	1,266,679	3,094,058
6/30/67	4,799,825	1,422,945	3,376,880
6/30/68	4,983,941	1,436,039	3,547,902
6/30/69	4,903,424	1,456,260	3,447,164

NOTES. (a) Civilian data prior to 6/30/55 do not include "Indirect Hires."
Civilian data as of 6/30/45
(b) Civilian data as of 6/30/48
(c) Civilian data as of 6/30/52

DEPARTMENT OF DEFENSE
TOTAL ACTIVE DUTY MILITARY PERSONNEL AND CIVILIAN PERSONNEL
as of December 31, 1968

3

NAVY
(22%)

AIR FORCE
(25%)

MARINES   9%

OSD - JCS .1%

DEF. AGENCIES
1.65

ARMY
(42%)
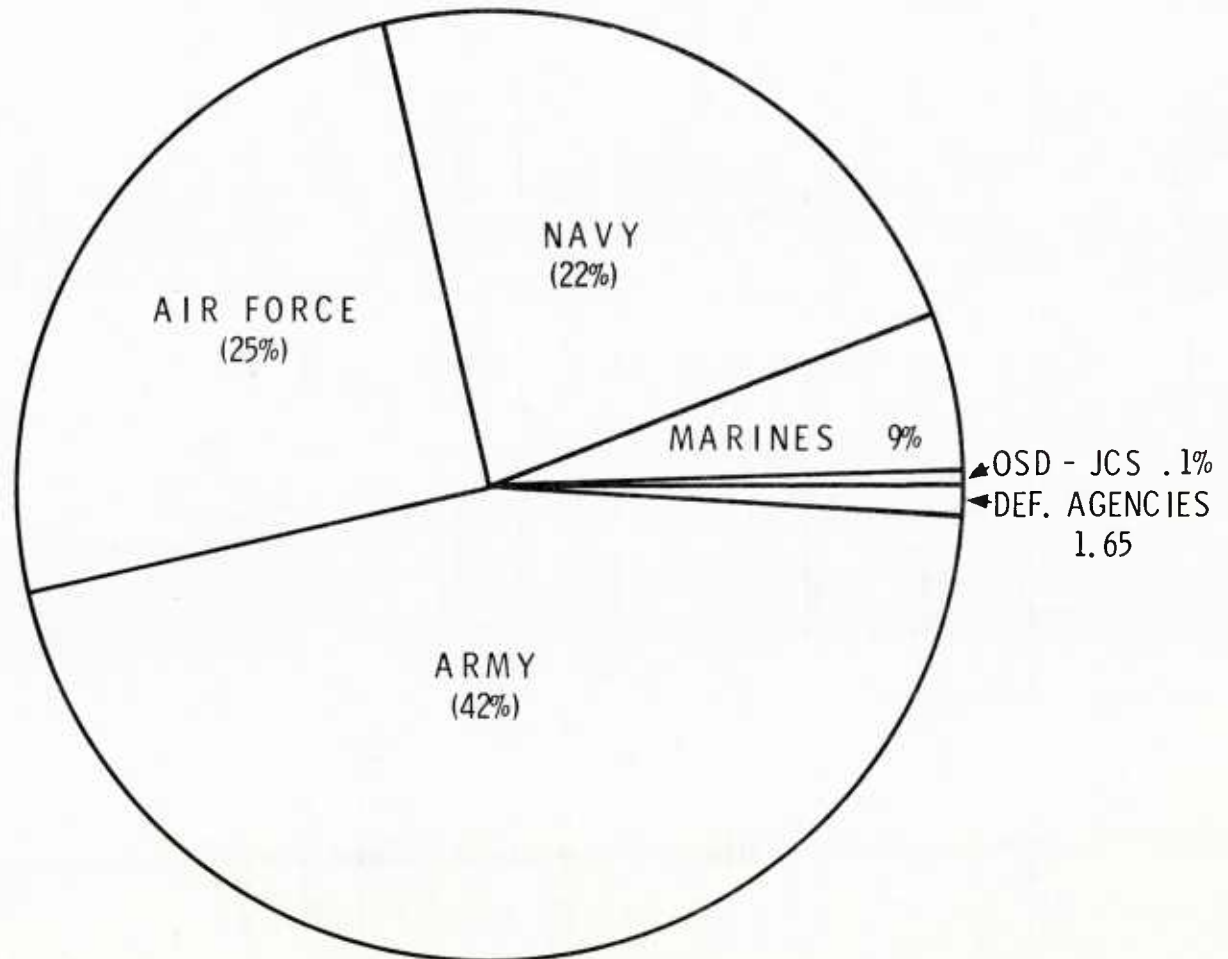
TOTAL PERSONNEL UNDER THE MILITARY DEPARTMENTS   98.25%

DISTRIBUTION OF DOD PERSONNEL BY LOCATION
(As of 6/30/68)

Location	Military	Civilian	Total Direct Hire	Total Including Indirect Hire
Washington	83,388	99,448	182,836	182,836
U.S. (excluding Washington)	2,060,462	1,047,077	3,107,539	3,107,539
Sub-Total-U.S.	2,143,850	1,146,525	3,290,395	3,290,375
Foreign	1,083,168	170,452	1,253,620	1,253,620
Afloat	320,884	-	320,884	320,884
Indirect Hire	-	-	-	119,062
Sub-Total Foreign & Afloat	1,404,052	170,452	1,574,504	1,693,566
Total U.S. and Abroad	3,547,902	1,316,977	4,864,879	4,983,941
Selected States				
California	275,879	182,423	458,302	
Texas	183,278	79,466	262,744	
N.C.	105,713	14,523	120,236	

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DEPARTMENT OF DEFENSE
MILITARY AND CIVILIAN PERSONNEL BY LOCATION
as of June 30, 1968

5

FOREIGN AND AFLOAT 32%

WASHINGTON AREA 4%

UNITED STATES (OUTSIDE WASHINGTON) 64%
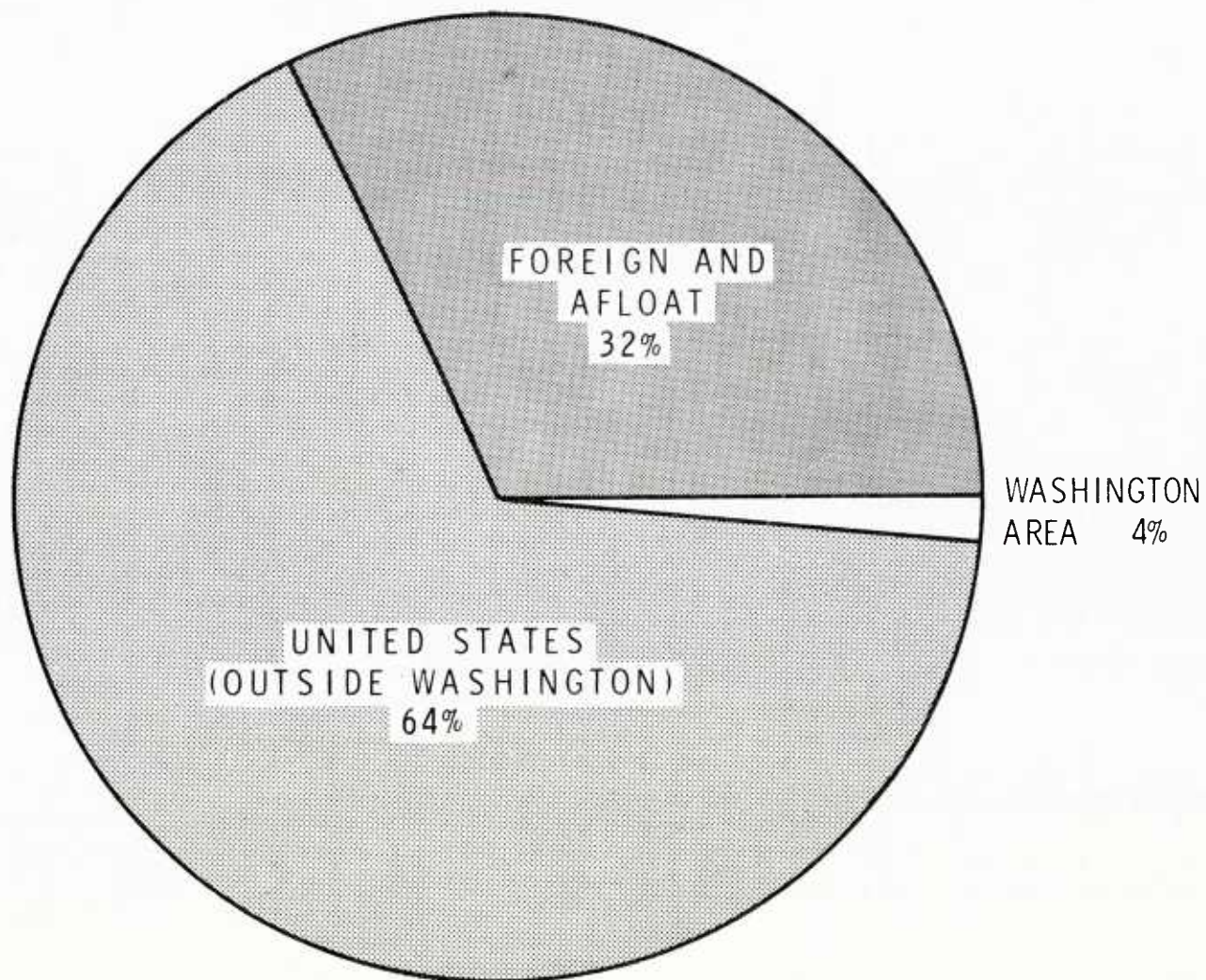
II.   PROCUREMENT OF MILITARY PERSONNEL

The sources of enlisted personnel for all Services combined are shown in the following table.

Table P-2

Procurement of Enlisted Personnel
(In thousands)

Fiscal Year	Inductions under Selective Service	First Enlistment (Volunteers)	Reen- listments	Reserves to Active	Total
1951	587	630	274	609	2,100
1965	103	318	247	34	702
1966	340	548	223	51	1,162
1967	299	483	202	50	1,034
1968	340	513	203	69	1,125
1969	265	554	208	37	1,064

There have been differences, of course, between the Services. In general, the Navy, Marines and Air Force have been able to attract volunteers in sufficient numbers to meet their requirements. Volunteers have not been sufficient to meet the needs of the Army with its much greater expansion of force levels. The Army has had to rely on Selective Service for a good part of its requirements. It is fair to assume that the pressures of Selective Service have been an important contributing factor in encouraging enlistments in all the Services.

Table P-3

Accessions of Commissioned Officers

Fiscal Year	Total all Sources	Service Academies	ROTC	Officer Candidate Programs	Direct Appointments	Other Sources
1965	41,460	1895	15,568	12,783	8,027	3187
1966	47,035	1900	15,979	12,603	13,068	3495
1967	72,562	1969	17,372	36,145	13,468	3608
1968	71,876	2131	17,111	34,365	12,101	3168
1969	61,430	2298	20,026	23,798	12,278	3030

Service Academies

The Service Academies produce a relatively small proportion of the officers entering the Services - in recent years less than 4%. Graduates of the Service Academies are commissioned as officers of the Regular Army, Navy, Marine Corps or Air Force. They now have an obligation to serve at least 5 years and every encouragement is given to have them continue for a full career as professional military officers.

Table P-4

U.S. Military Academy - Retention of Graduates

Classes of	Years since Graduation	Number of Graduates			Per cent of Living in Active Serve '69
		Total Com-missioned	No. Living 1969	In Active Service	
1925 - 29	40 - 44	1160	792	3	--
1930 - 34	35 - 39	1397	1074	49	5.
1935 - 39	30 - 34	1608	1298	219	17.
1940 - 44	25 - 29	2644	2169	977	45.
1945 - 49	20 - 24	2912	2623	1299	49.
1950 - 54	15 - 19	2817	2643	1759	66.
1955 - 59	10 - 14	2568	2466	1771	72.
1960 - 64	5 - 9	2754	2650	2117	80.
1965 - 69	0 - 4	3264	3188	3128	99.

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Reserve Officers Training Corps (ROTC)

The Reserve Officers Training Corps is one of the principal sources of officers for the Armed Forces. Over the 5-year period 1965 - 1969 it produced 9 times as many as the Service Academies and about one-third of all officers commissioned.

The ROTC program is offered in 353 colleges and universities some of which have programs from all three services while others have only one or two of the Services represented.

Table P-7

ROTC - Officers Commissioned

Fiscal Year	Total all Services	Army	Navy	Air Force
1965	17,198	10,850	1,839	4,509
1966	16,347	10,014	1,543	4,790
1967	17,878	10,727	1,255	5,896
1968	21,437	14,176	1,553	5,708
1969	23,057	16,306	1,815	4,936

Table P-8

Enrollment in ROTC Programs

End of Academic Year	Total all Services	Army	Navy	Air Force
1965	231,135	141,685	7,688	81,762
1966	221,923	148,688	7,733	65,502
1967	216,124	151,679	8,941	55,504
1968	195,925	141,495	9,443	44,987
1969	174,722	125,126	9,063	40,533

Some of the drop in enrollment in 1969 is explained by the fact that 49 universities have discontinued the previous practice of making ROTC mandatory during the first two years.

The Navy has looked upon its Scholarship program as a source of Regular officers; the other two services offer an opportunity for ROTC scholarship holders to become Regulars but on a selective basis after a period of service.

The officers who come into the Services under the Non-Scholarship plans are usually commissioned in the Reserve. Retention rates for these officers after their required period of service is not high.

This lower retention rate as compared with graduates of the Service Academies is explained by two factors:

(a) The main purpose of the ROTC programs is to supply the large number of junior officers required by the Services. Only those who demonstrate the interest, competence and potential are invited to transfer to Regular status and continue on for a full career.

(b) From the point of view of the individual ROTC graduate a career in the Military Service is only one of the options open to him. In college his ROTC studies were usually secondary to his primary interest in other fields and he is prepared for and motivated toward a career in civilian life.

DEPARTMENT OF DEFENSE
SUMMARY OF ENLISTED PERSONNEL PROCUREMENT
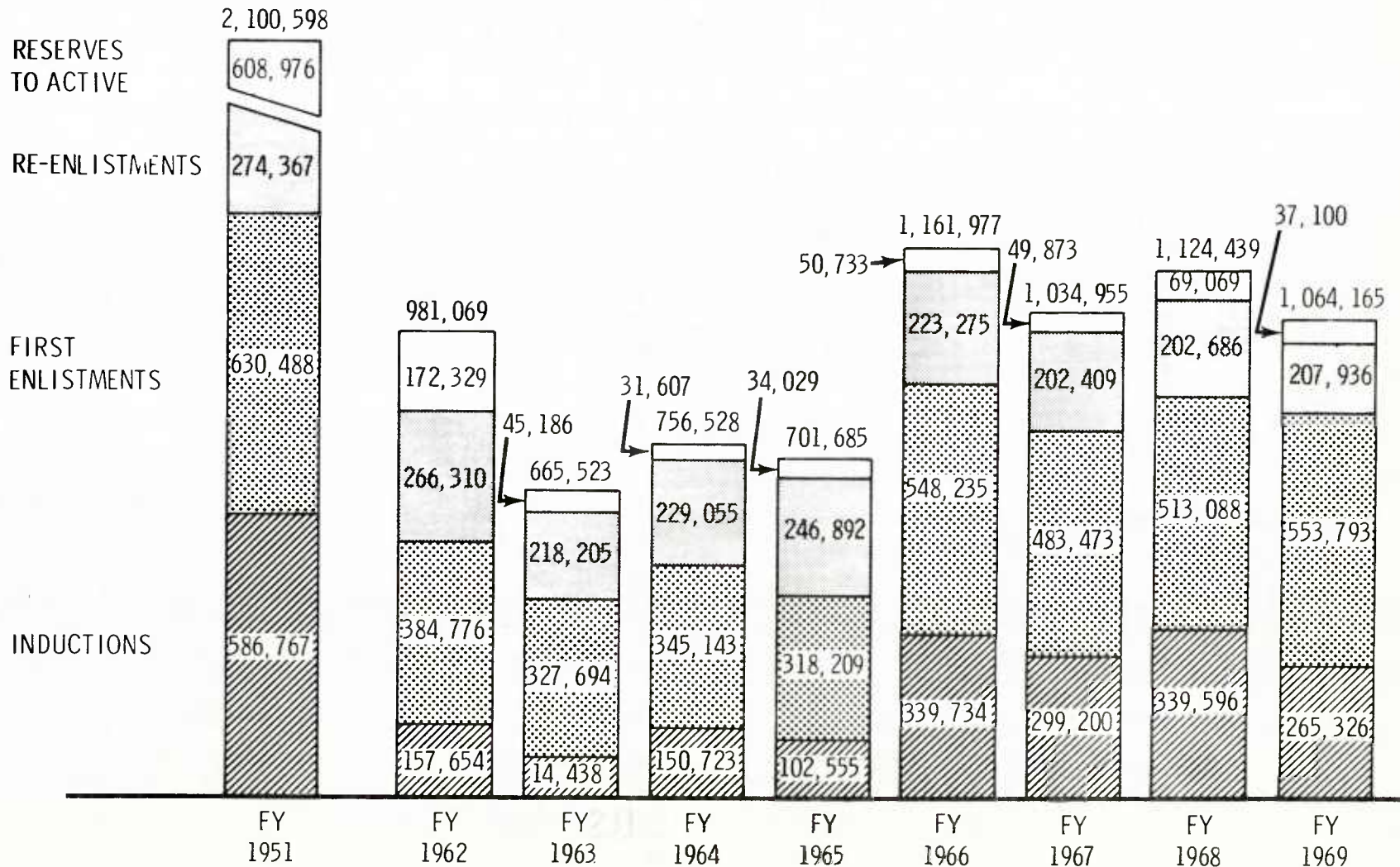
UNADJUSTED REENLISTMENT RATES -
ALL SERVICES COMBINED
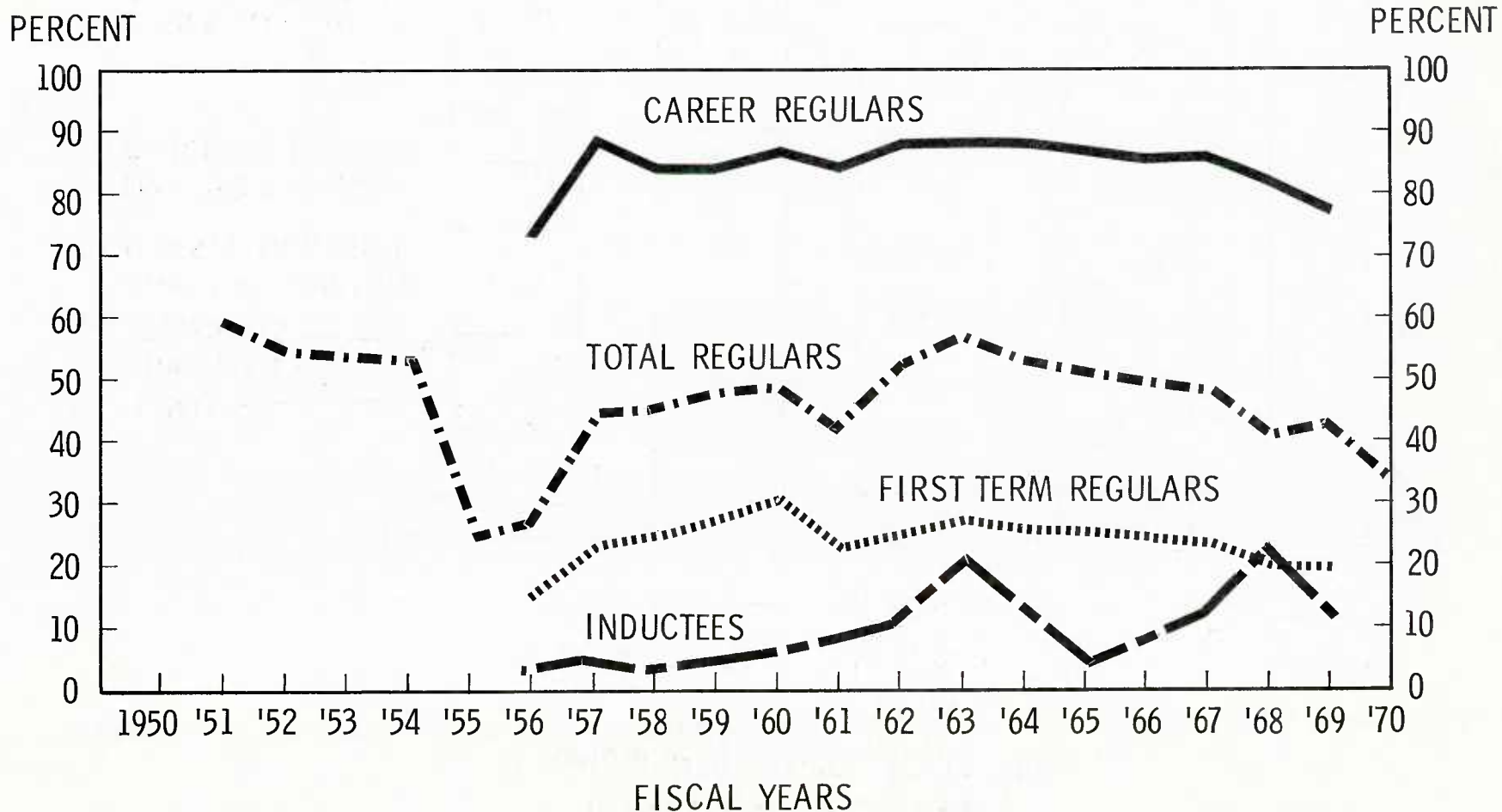
DEPARTMENT OF DEFENSE
COMMISSIONED OFFICER ACCESSIONS

FY '66: 46,487 (1,657 · 3,447 · 2,369 · 9,252 · 11,031 · 16,831 · 1,900)

FY '67: 72,236 (3,118 · 3,430 · 2,189 · 8,691 · 34,764 · 18,075 · 1,969)

FY '68: 70,128 (989 · 3,037 · 4,527 · 8,653 · 32,486 · 18,305 · 2,131)

FY '69: 58,864 (1,427 · 1,260 · 2,911 · 9,272 · 21,298 · 20,398 · 2,298)

FY '70: 67,903 (3,858 · 1,934 · 4,563 · 7,829 · 24,351 · 23,011 · 2,357)

FEMALE
OTHER MALES
RESERVISTS
DIRECT APPOINTMENT (PHYSICIANS, ETC.)
ENLISTED OFFICER CANDIDATE PROGRAMS
ROTC & RELATED COLLEGE PROGRAMS
SERVICE ACADEMIES

FY '66   FY '67   FY '68   FY '69   FY '70

ACTUAL   PROJECTED

12

RESERVE OFFICER TRAINING CORPS ENROLLMENT AT END OF SCHOOL YEAR

(FIGURES IN THOUSANDS)

NAVY
AIR FORCE
ARMY

1948 — 89.9
- 5.7
- 21.2
- 63.0

1953 — 273.9
- 13.0
- 126.9
- 134.0

1964 — 229.4
- 8.7
- 82.2
- 138.5

1965 — 231.1
- 7.6
- 81.8
- 141.7

1966 — 221.9
- 7.7
- 65.5
- 148.7

1967 — 216.1
- 8.9
- 55.5
- 151.7

1968 — 195.9
- 9.4
- 45.0
- 141.5

1969 — 174.7
- 9.1
- 40.5
- 125.1

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RESERVE OFFICER TRAINING CORPS
ENROLLMENT AT END OF SCHOOL YEAR
(FIGURES IN THOUSANDS)

ARMY   AIR FORCE   NAVY

SCHOLARSHIP

NON-SCHOLARSHIP

ARMY

151.7
1.9
141.5
2.9
149.8
125.1
3.8
138.6
121.3

AIR FORCE

55.5 1.8
2.0
45.0
3.9
40.5
53.7
43.0
36.6

NAVY

4.9
4.9
8.9 4.0
9.4 4.5
9.1 4.6
4.5

1967   1968   1969   1967   1968   1969   1967   1968   1969

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III.   ACTIVE DUTY MILITARY PERSONNEL

DEPARTMENT OF DEFENSE
ACTIVE DUTY OFFICER PERSONNEL AS A PERCENT
OF TOTAL MILITARY PERSONNEL

TOTAL MILITARY PERSONNEL

OFFICERS

	6/30/48	6/30/52	6/30/64	6/30/65	6/30/66	6/30/67	6/30/68	6/30/69
Total Military Personnel	1,445,910	3,635,912	2,687,409	2,655,389	3,094,058	3,376,880	3,547,902	3,447,164
Officers	169,458 / 11.7%	375,829 / 10.4%	337,502 / 12.6%	338,822 / 12.8%	348,827 / 11.3%	384,496 / 11.4%	415,844 / 11.7%	418,963 / 12.2%

16
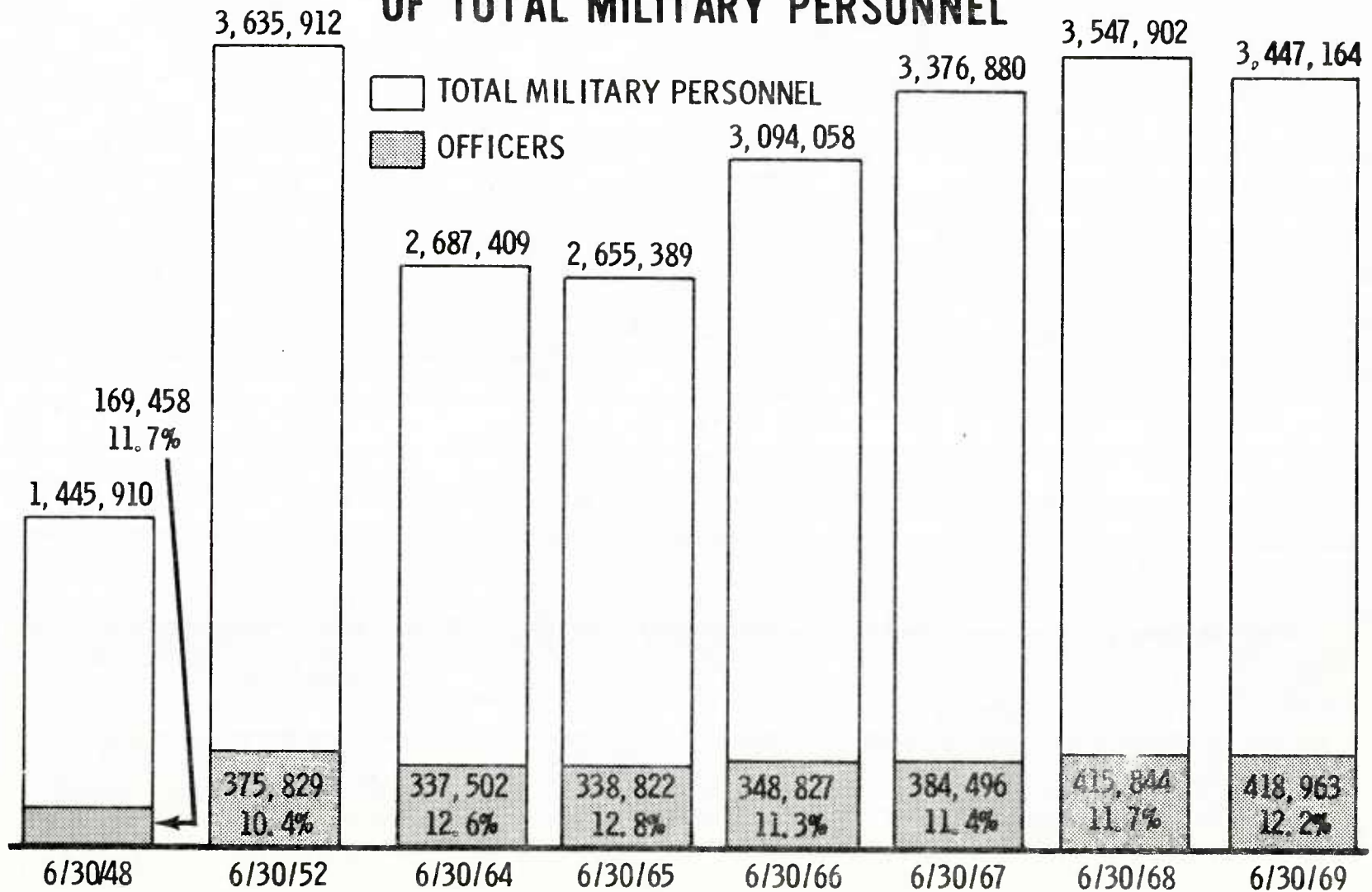
DEPARTMENT OF DEFENSE
ENLISTED PERSONNEL
ON ACTIVE DUTY

December 31, 1969

E-9 } SERGEANT MAJOR - CH. MASTER SERG.
16,687 } MASTER CHIEF PETTY OFFICER

E-8 } MASTER SERGEANT - SENIOR MASTER SERGEANT
44,909 } SENIOR CHIEF PETTY OFFICER

E-7 } PLATOON SERGEANT - MASTER SERGEANT
157,906 } CHIEF PETTY OFFICER

STAFF SGT. - TECH. SGT.
PETTY OFFICER 1st CL.
E-6 - 251,695

SERGEANT - STAFF SERGEANT
PETTY OFFICER 2nd CLASS
E-5 - 495,548

CORPORAL - SERGEANT
PETTY OFFICER 3rd CLASS
E-4 - 710,815

PRIVATE 1st CLASS - AIRMAN 1st CLASS
SEAMAN
E-3 - 521,793

PRIVATE - AIRMAN
SEAMAN APPRENTICE
E-2 - 371,815

PRIVATE E-1 - AIRMAN BASIC
SEAMAN RECRUIT
E-1 - 265,511

TOP LINES SHOW TITLES FOR:
ARMY - AIR FORCE
BOTTOM LINE: NAVY

TOTAL 2,836,679

DEPARTMENT OF DEFENSE
OFFICERS ON ACTIVE DUTY

December 31, 1969

1 - GENERAL OF THE ARMY

O-10   40 - GENERAL - ADMIRAL

O-9   142 - LT. GENERAL - VICE ADMIRAL

O-8   1156 - MAJOR GENERAL
O-7   BRIGADIER GENERAL } REAR ADMIRAL

O-6
COL. - CAPT.
18,181

0.5
LT. COLONEL - COMMANDER
43,993

O-4
MAJOR - LT. COMMANDER
69,987

O-3
CAPTAIN - LIEUTENANT
116,859

O-2
1st LIEUTENANT - LIEUTENANT (JG)
67,917

O-1
2nd LIEUTENANT - ENSIGN
58,893

W-1 thru W-4
WARRANT OFFICERS
30,783
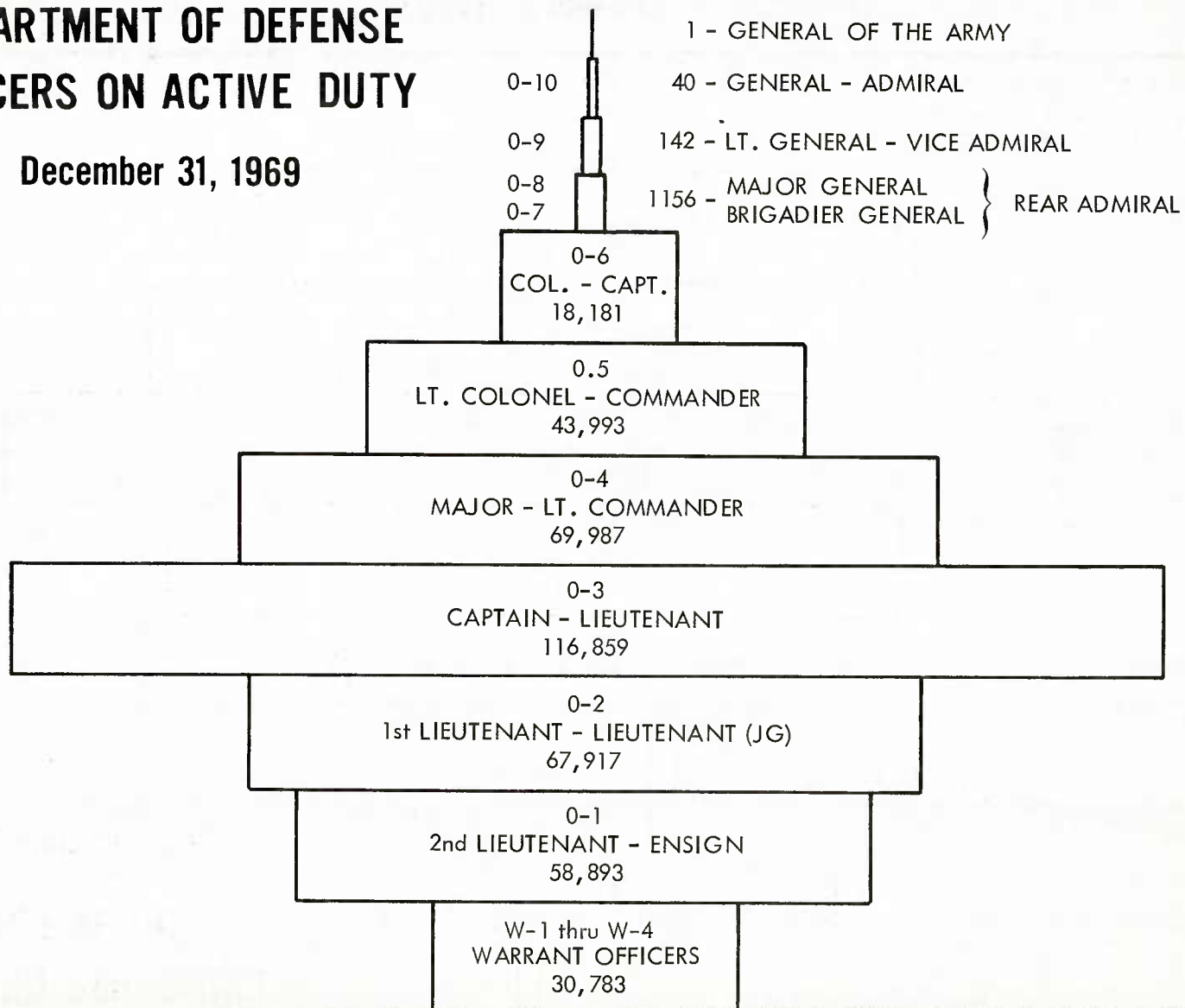
TOTAL 407,952

DEPARTMENT OF DEFENSE
ESTIMATED DISTRIBUTION BY AGE OF MALE MILITARY PERSONNEL ON ACTIVE DUTY

June 30, 1968

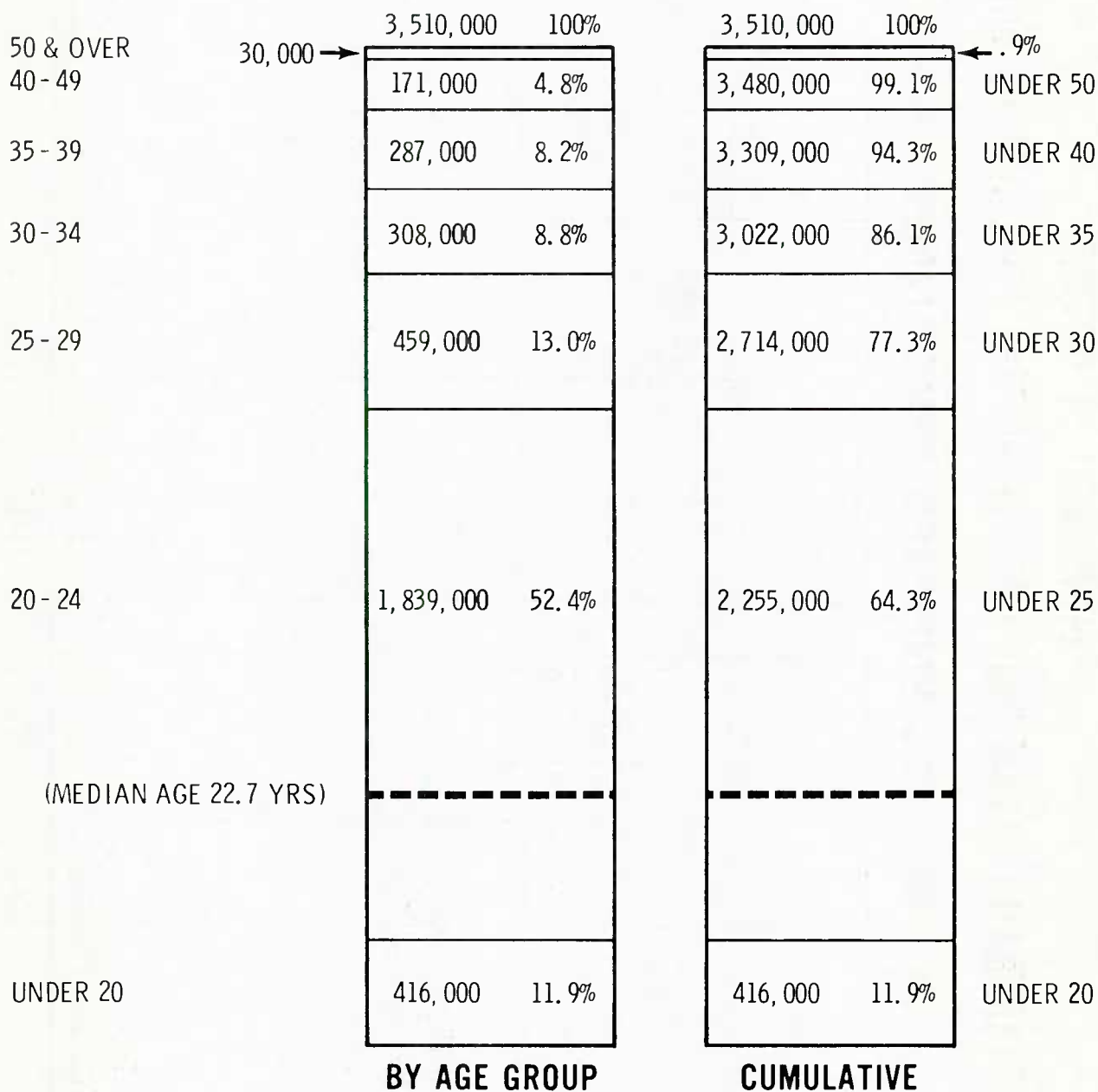| Age Group	BY AGE GROUP		CUMULATIVE		
	3,510,000	100%	3,510,000	100%	
50 & OVER — 30,000 →					← .9%
40-49	171,000	4.8%	3,480,000	99.1%	UNDER 50
35-39	287,000	8.2%	3,309,000	94.3%	UNDER 40
30-34	308,000	8.8%	3,022,000	86.1%	UNDER 35
25-29	459,000	13.0%	2,714,000	77.3%	UNDER 30
20-24	1,839,000	52.4%	2,255,000	64.3%	UNDER 25
(MEDIAN AGE 22.7 YRS)					
UNDER 20	416,000	11.9%	416,000	11.9%	UNDER 20

BY AGE GROUP   **CUMULATIVE**

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DEPARTMENT OF DEFENSE
ESTIMATED EDUCATIONAL LEVEL OF MILITARY PERSONNEL ON ACTIVE DUTY

ENLISTED PERSONNEL
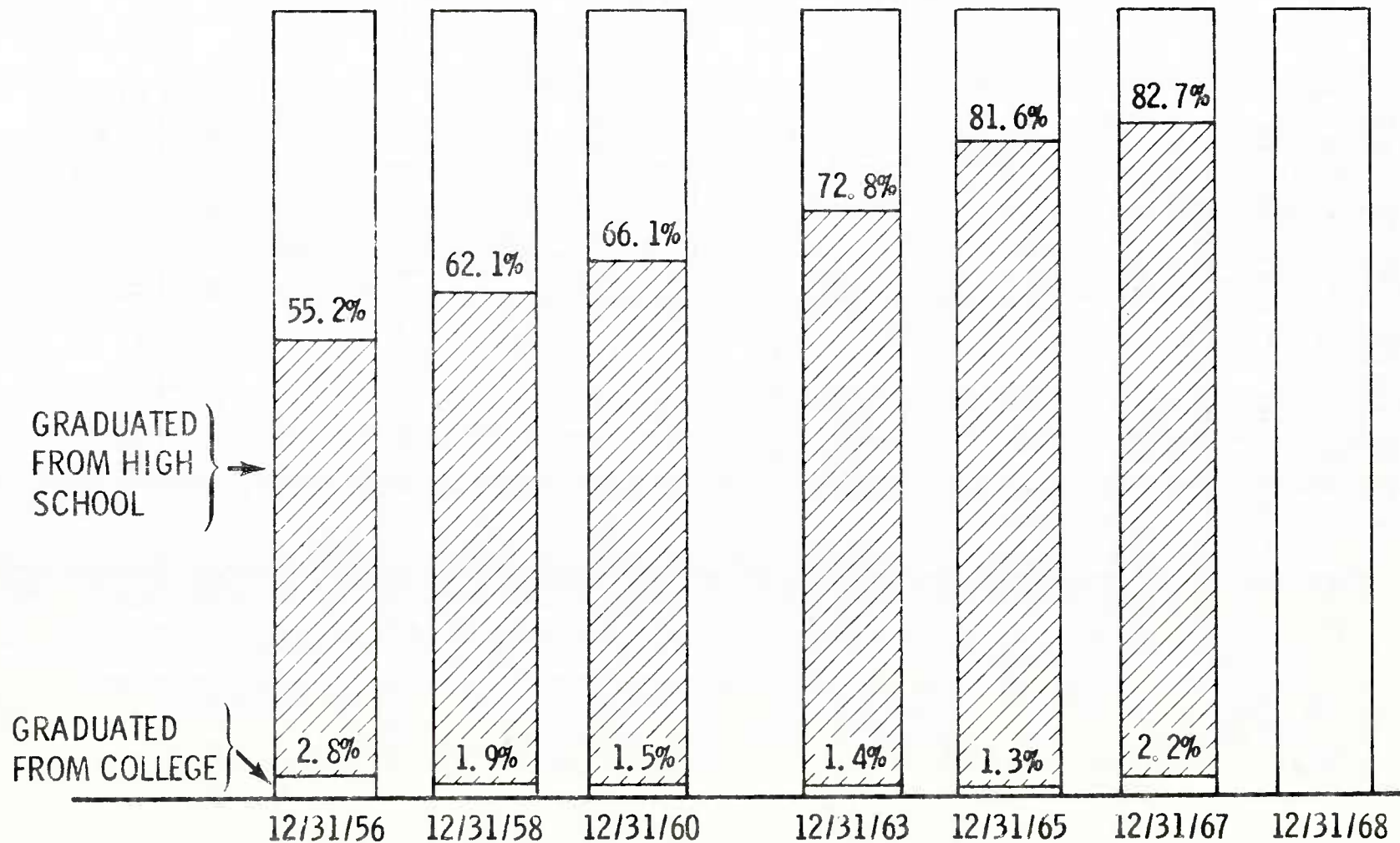
DEPARTMENT OF DEFENSE
ESTIMATED EDUCATIONAL LEVEL OF MILITARY PERSONNEL ON ACTIVE DUTY

COMMISSIONED OFFICERS

GRADUATED
FROM COLLEGE

55.5%	56.1%	57.2%		69.4%	72.3%	72.9%	
12/31/56	12/31/58	12/31/60		12/31/63	12/31/65	12/31/67	12/31/68
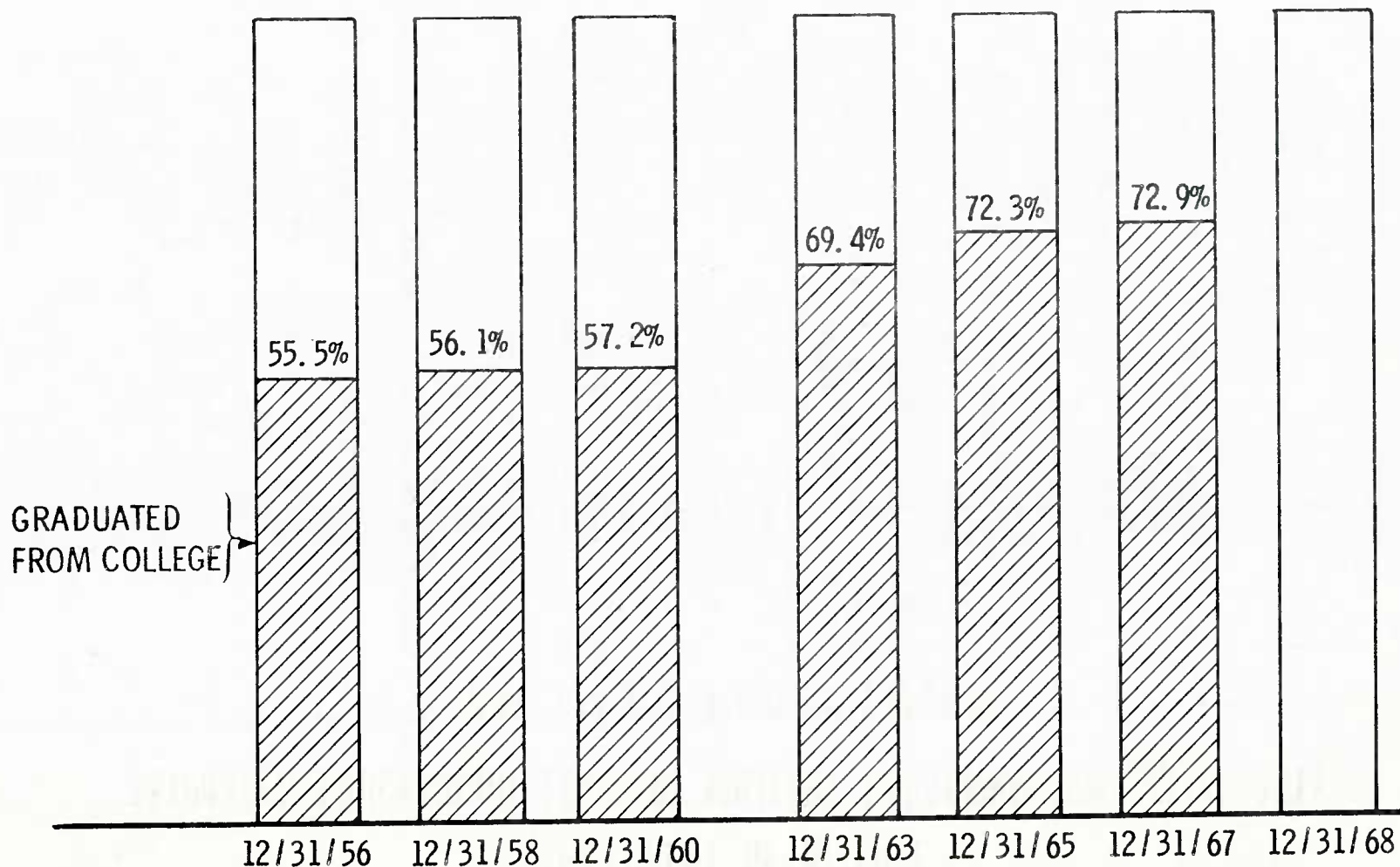
IV. RETIRED MILITARY PERSONNEL

The number of retired military personnel and the associated annual disbursements for retired pay are increasing rapidly. Ten years ago the numbers were relatively small: -243 thousand retirees in 1960; and 693 million in retirement pay. The FY-1970 figures will be: -760 thousand retirees, and 2.7 billion in retirement pay.

But in another 30 years - in the year 2000 - there will be 1.7 million retirees, and the cost will be:

> 7.3 billion if there are no pay increases and no inflation, or 12.8 billion if pay goes up 3.5% and the price index 1.5% annually.

These latter assumptions are conservative; both percentages have been exceeded in recent years.

Other significant points regarding military retirement include:

the unfunded obligation of the DoD for military retirement pay is estimated to be 86 billion dollars.

Retirement pay is a strong incentive for the Officer or enlisted man to stay in the Service for at least 20 years. At the end of that period he qualifies for retirement at 50% of his base pay without regard to his age.

If an individual aged 42 (male) were to purchase a fixed annuity of $100 per month for life it would cost him $19,230. But when you add the cost of living feature which is a part of the military retirement plan, the cost goes up to $29,868.

An enlisted man in Grade 6 now receives $492.60 per month if he has 20 years of Service. He would be eligible for retirement pay of $246.30 per month and this would increase as the cost of living went up. If he had to buy this annuity from an insurance company the cost would be some $75,000.

An officer with 20 years of Service would be in the following position:

	Monthly Base Rate	Retirement Pay	Cost of Annuity
Colonel	$1,347	$673.59	$202,000
Lt. Colonel	1,218.30	609.15	183,000
Major	1,054.80	527.40	158,000

NUMBER OF RETIRED MILITARY PERSONNEL & RETIRED PAY DISBURSEMENTS (ACTUAL & PROJECTED) FY 1957–
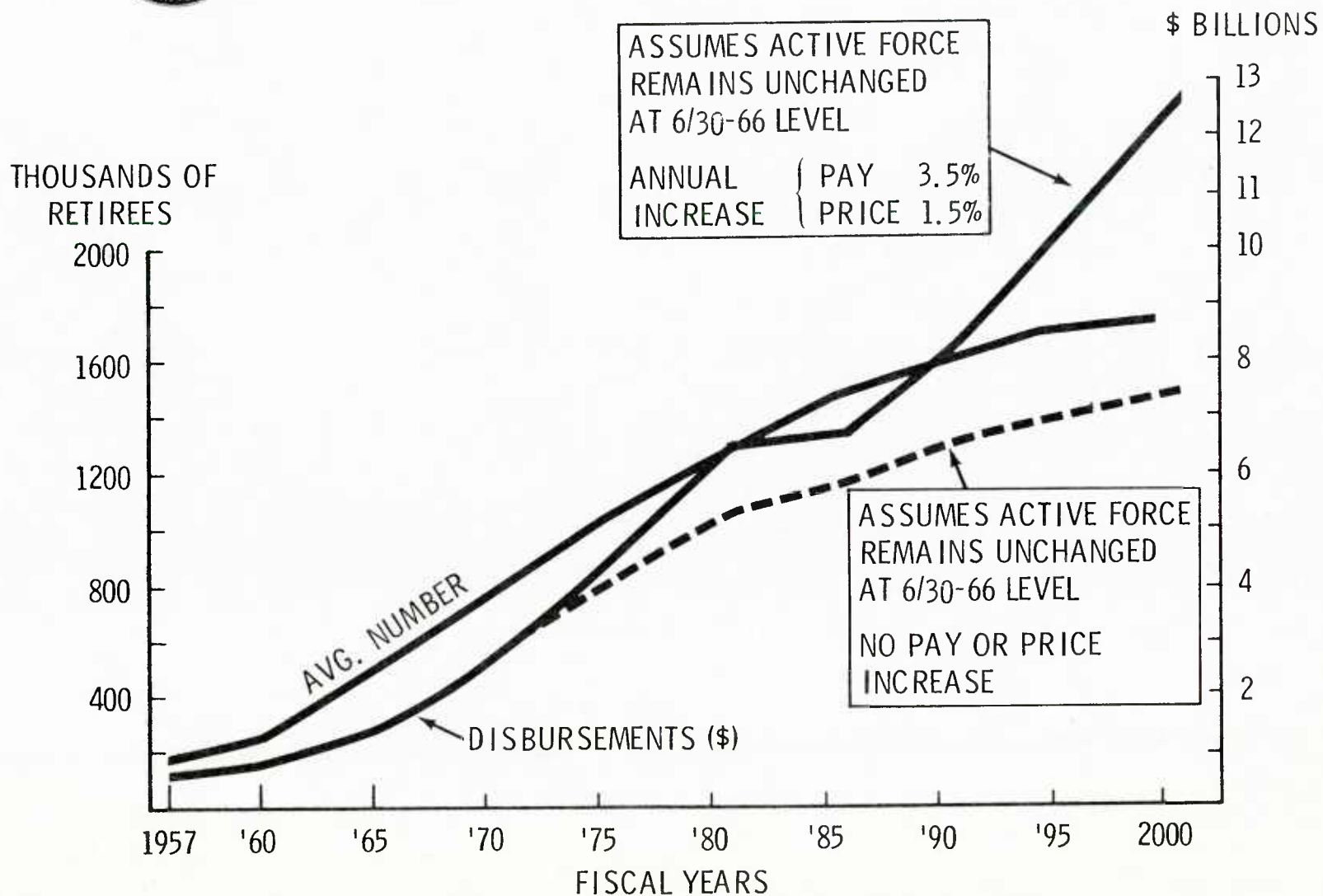
V.   CIVILIAN PERSONNEL

CIVILIAN EMPLOYMENT
(FIGURES IN THOUSANDS)

INDIRECT HIRE

"BLUE COLLAR" } DIRECT

"WHITE COLLAR" } HIRE

Year	1953	1955	1960	1965	1966	1967	1968	1969
Total	1765.8	1509.7	1225.0	1164.2	1266.7	1422.9	1436.0	1456.3
Indirect Hire	433.7	323.1	177.9	130.4	128.6	120.3	119.0	114.7
Blue Collar	815.9	677.6	547.2	486.7	543.9	648.3	642.4	682.3
White Collar	516.2	509.0	499.9	547.1	594.2	654.3	674.6	659.3

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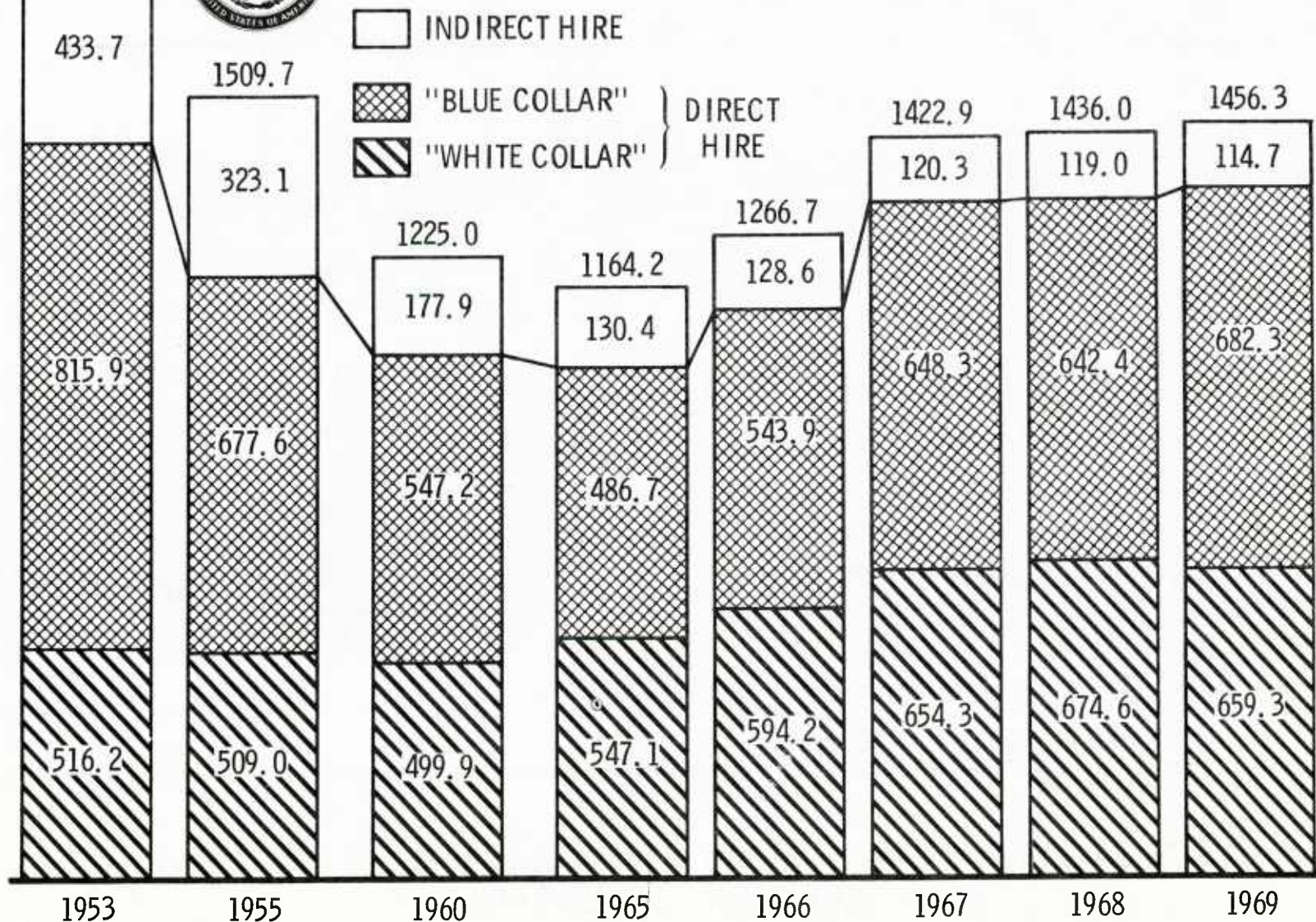
DEPARTMENT OF DEFENSE
FULL TIME CIVILIAN EMPLOYES UNDER THE GENERAL SCHEDULE BY SERVICE
as of June 30

	1964	1965	1966	1967	1968	1969
Total	525,242	530,844	578,997	621,712	653,280	659,301
ALL OTHER	28,549 / 5.4%	32,626 / 6.1%	53,393 / 9.2%	60,162 / 9.7%	60,171 / 9.5%	58,155 / 8.8%
AIR FORCE	155,144 / 29.5%	154,688 / 29.2%	154,781 / 26.8%	157,007 / 25.3%	156,544 / 24.0%	162,263 / 24.5%
NAVY	132,700 / 25.4%	135,036 / 25.4%	143,093 / 24.8%	154,854 / 25.0%	179,009 / 27.4%	176,613 / 26.7%
ARMY	208,849 / 39.7%	208,494 / 39.3%	227,730 / 39.2%	249,689 / 40.0%	257,556 / 39.1%	262,270 / 40.0%

SOURCE: Data for 1964-68: "Grade Trend of Federal Civilian Employment" - June 1969 Civil Service Commission

Data for 1969: "Directorate for Information Operations" Office of Secretary of Defense

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DEPARTMENT OF DEFENSE
FULL TIME CIVILIAN EMPLOYES UNDER THE GENERAL SCHEDULE BY GRADES
as of June 30, 1969
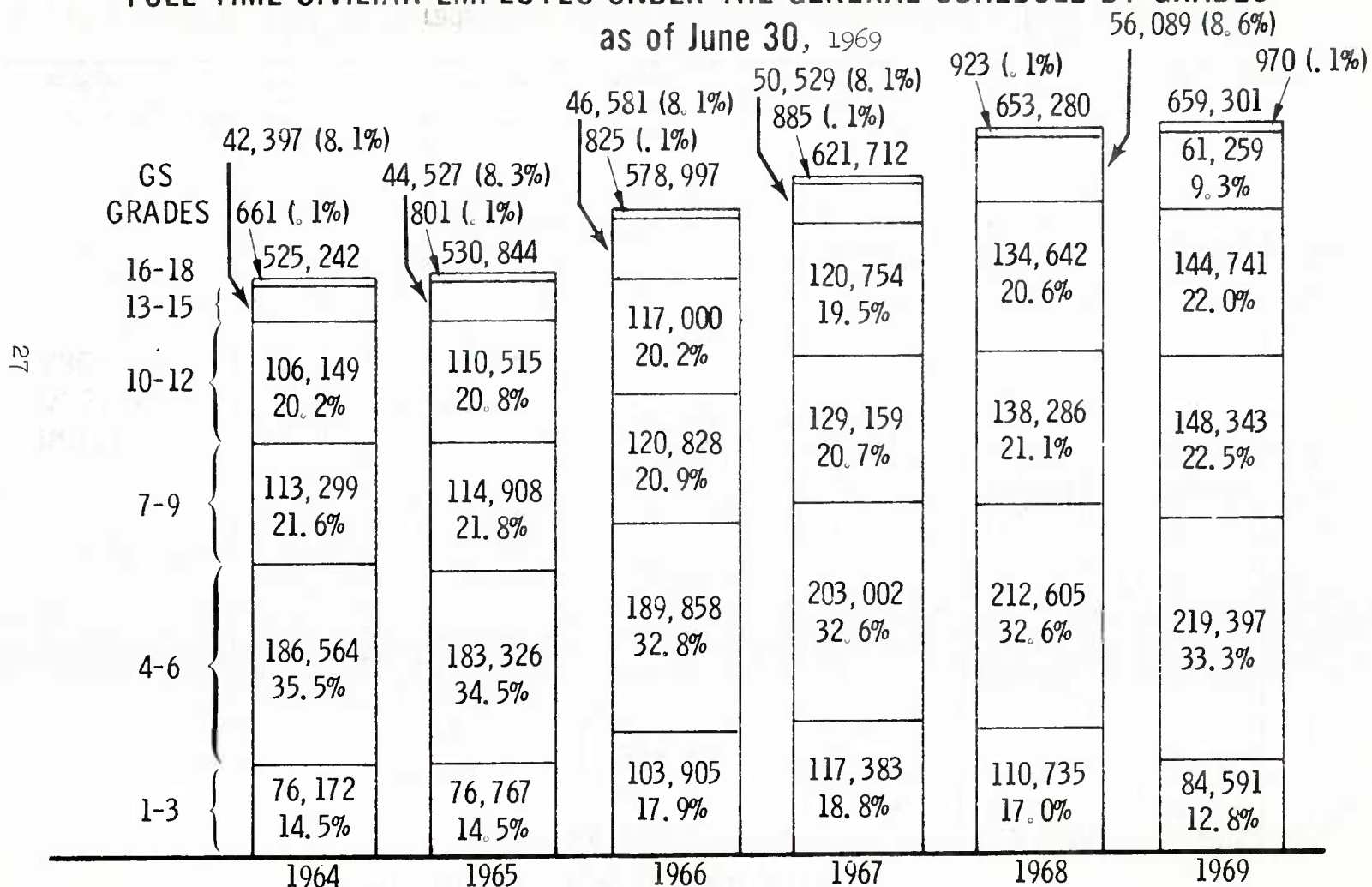
27

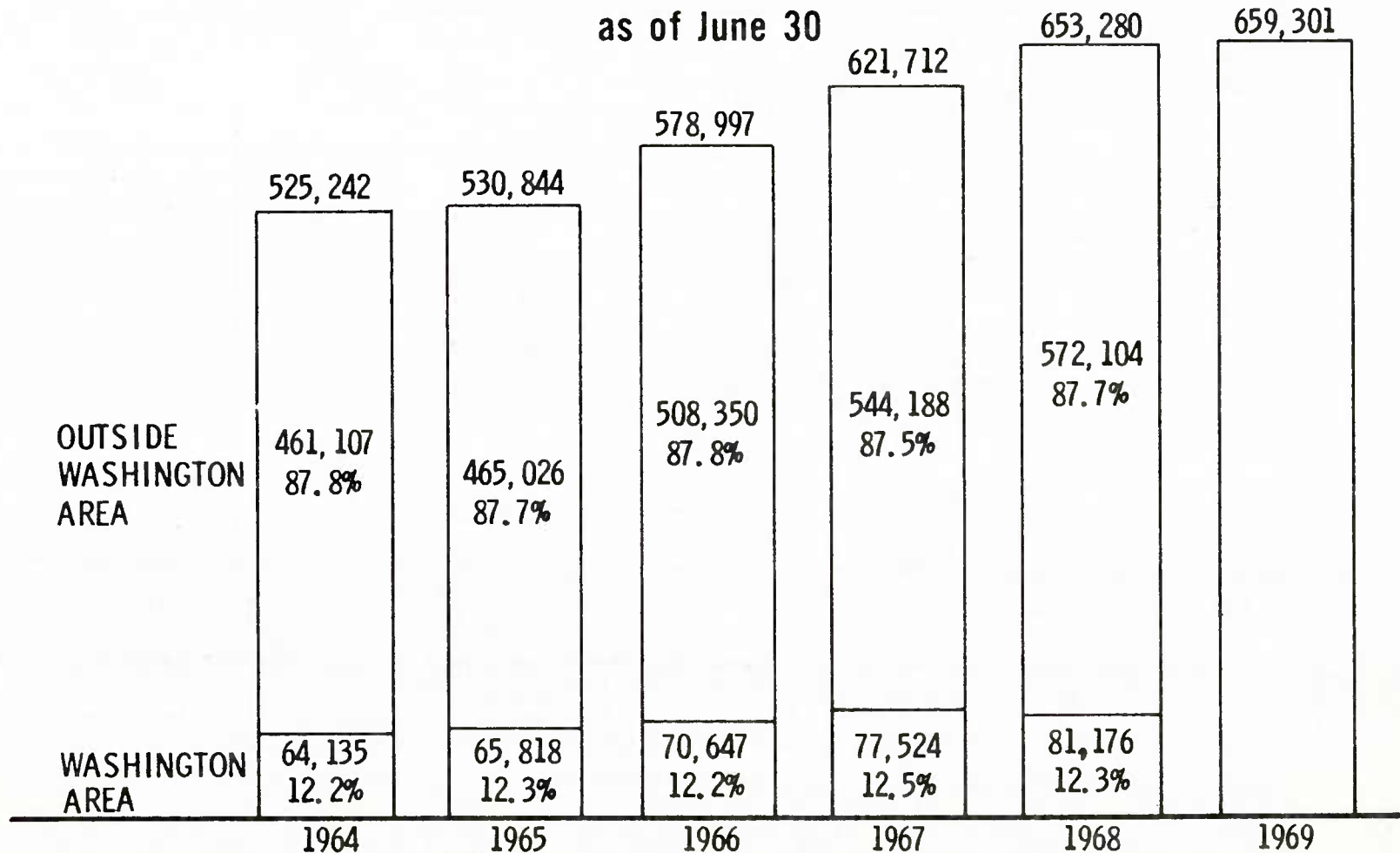| GS GRADES	1964	1965	1966	1967	1968	1969
(totals)	42,397 (8.1%)	44,527 (8.3%)	46,581 (8.1%)	50,529 (8.1%)	56,089 (8.6%)	—
16-18	661 (.1%)	801 (.1%)	825 (.1%)	885 (.1%)	923 (.1%)	970 (.1%)
13-15	525,242	530,844	578,997	621,712	653,280	659,301
13-15	—	—	117,000 20.2%	120,754 19.5%	134,642 20.6%	61,259 9.3%
10-12	106,149 20.2%	110,515 20.8%	—	—	—	144,741 22.0%
7-9	113,299 21.6%	114,908 21.8%	120,828 20.9%	129,159 20.7%	138,286 21.1%	148,343 22.5%
4-6	186,564 35.5%	183,326 34.5%	189,858 32.8%	203,002 32.6%	212,605 32.6%	219,397 33.3%
1-3	76,172 14.5%	76,767 14.5%	103,905 17.9%	117,383 18.8%	110,735 17.0%	84,591 12.8%

SOURCE: Data for 1964-68: "Grade Trend of Federal Civilian Employment" June 1969
Civil Service Commission

Data for 1969: "Directorate for Information Operations" Office of Secretary of Defense
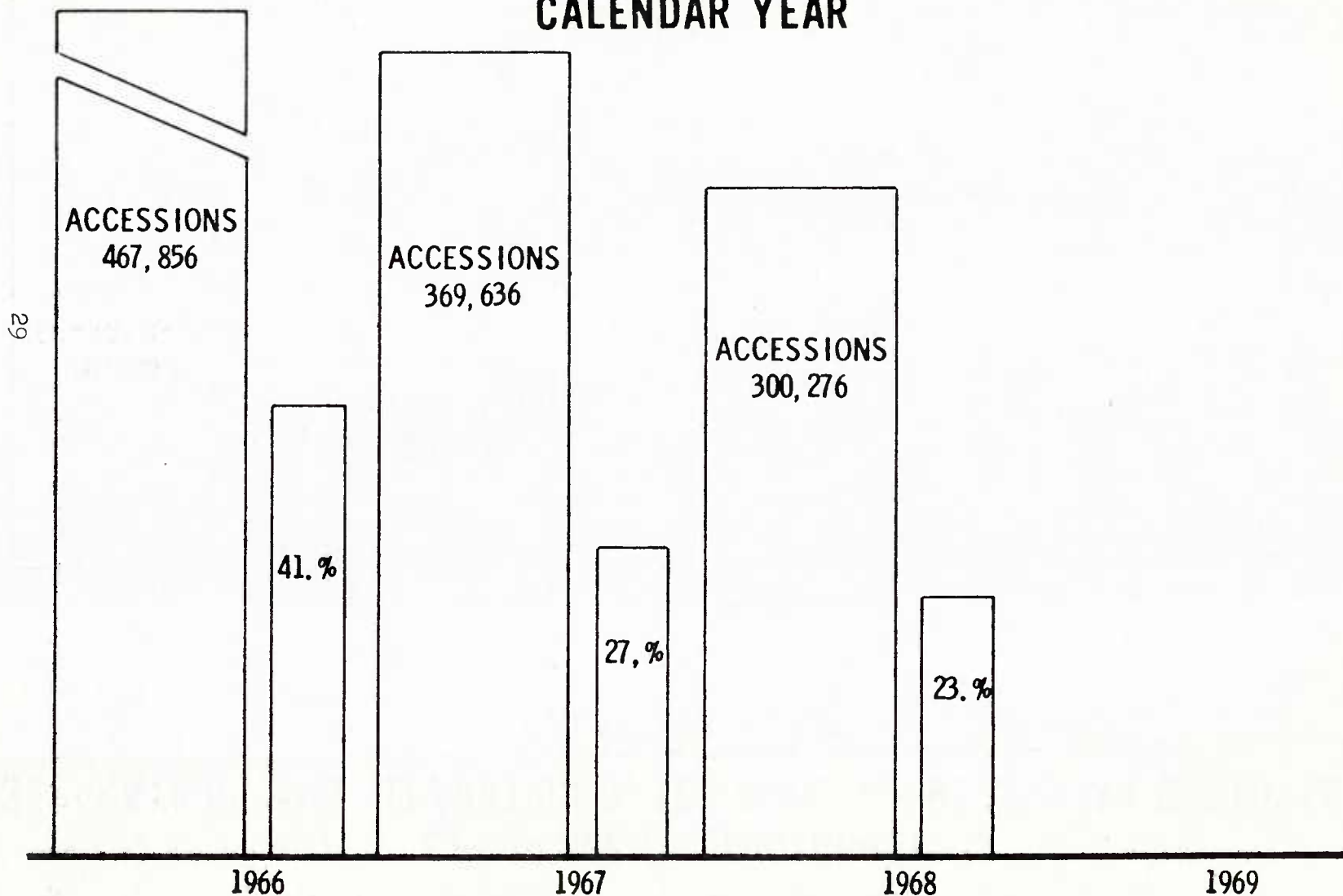
DEPARTMENT OF DEFENSE
FULL TIME CIVILIAN EMPLOYES UNDER THE GENERAL SCHEDULE
WASHINGTON METROPOLITAN vs TOTAL
as of June 30

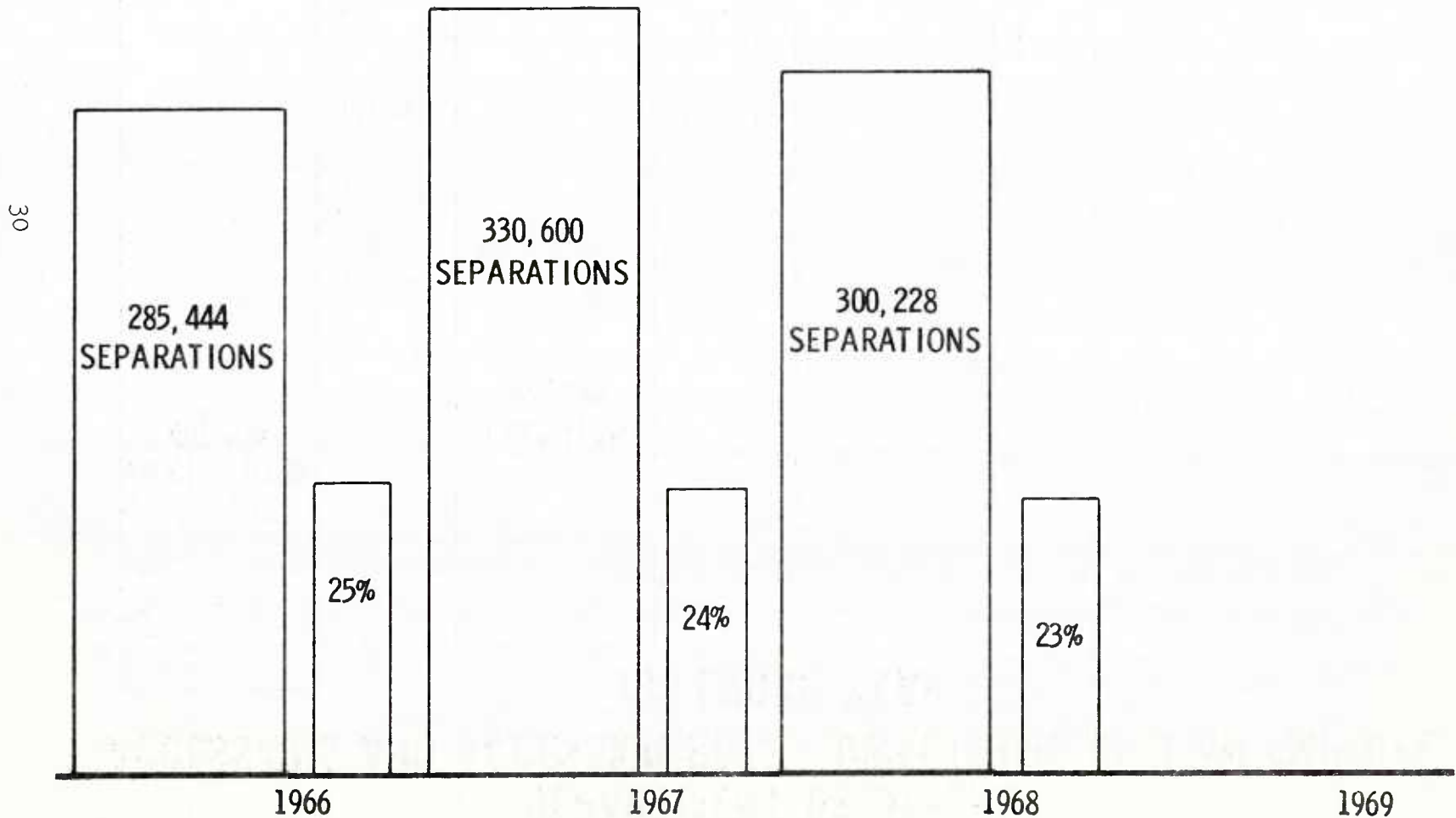|	1964	1965	1966	1967	1968	1969
Total	525,242	530,844	578,997	621,712	653,280	659,301
OUTSIDE WASHINGTON AREA	461,107 87.8%	465,026 87.7%	508,350 87.8%	544,188 87.5%	572,104 87.7%	
WASHINGTON AREA	64,135 12.2%	65,818 12.3%	70,647 12.2%	77,524 12.5%	81,176 12.3%	

SOURCE: Data for 1964 - 1968: "Grade Trend of Federal Civilian Employment" June 1969 Civil Service Commission

DEPARTMENT OF DEFENSE
ACCESSIONS AND ACCESSION RATE - DIRECT HIRE CIVILIAN EMPLOYES
CALENDAR YEAR

ACCESSIONS
467,856

ACCESSIONS
369,636

ACCESSIONS
300,276

41.%

27,%

23.%

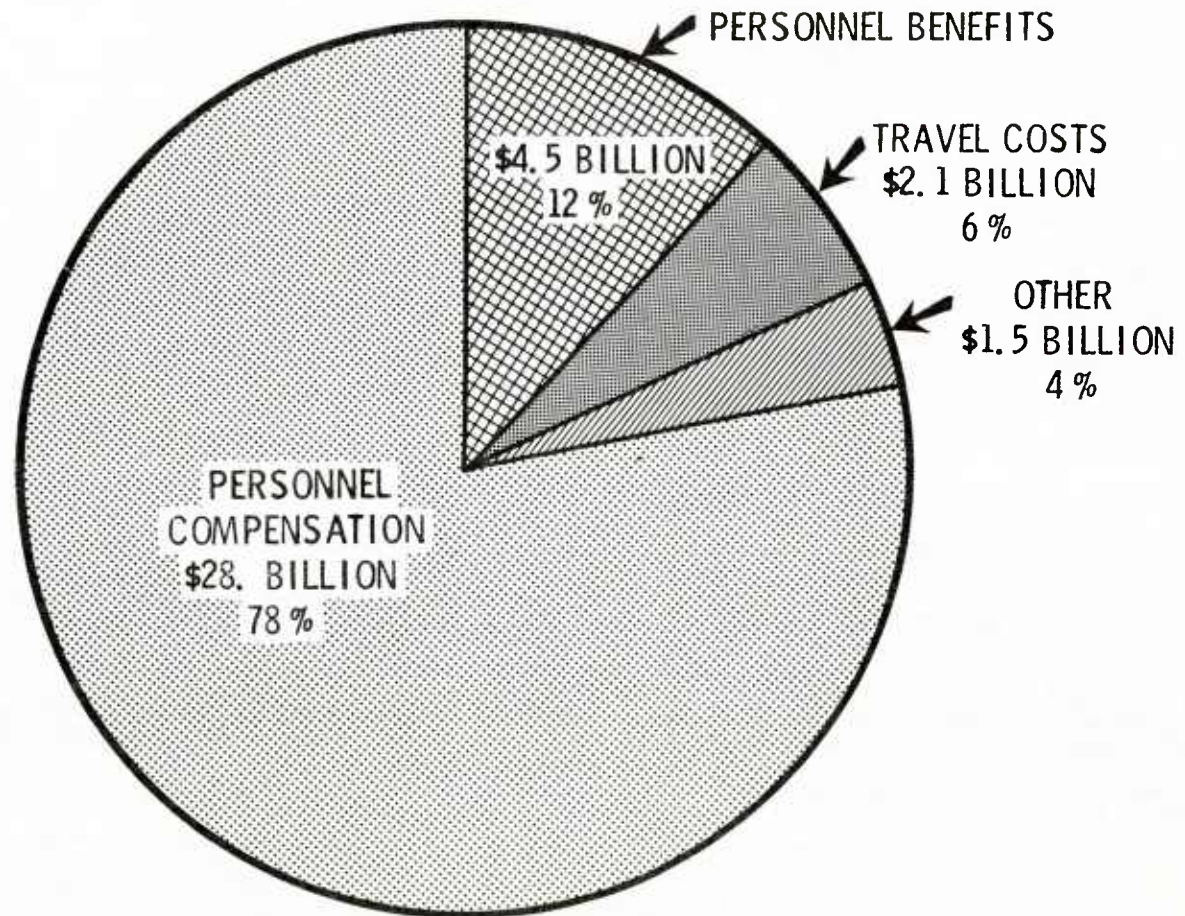1966   1967   1968   1969

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DEPARTMENT OF DEFENSE
SEPARATIONS AND SEPARATION RATE - DIRECT HIRE CIVILIAN EMPLOYES
CALENDAR YEAR

VI.   PERSONNEL COSTS

DEPARTMENT OF DEFENSE
TOTAL PERSONNEL COSTS - FY 70

PERSONNEL BENEFITS

$4.5 BILLION
12 %

TRAVEL COSTS
$2.1 BILLION
6 %

OTHER
$1.5 BILLION
4 %

PERSONNEL
COMPENSATION
$28. BILLION
78 %

TOTAL PERSONNEL COSTS - $36.1 BILLION

Table P-14

Military Pay - By Groups

Group	Basic Pay only 1949	1969	Percent Increase	Basic Pay Plus Quarters & Sub. 1949	1969	Percent Increase
All Personnel	2,023	4,241	109.7	3,846	7,502	95.1
All Officers	4,602	10,098	119.4	6,441	12,768	98.2
All Enlisted	1,652	3,399	105.7	3,234	6,258	93.5

Pay levels should reflect improvement in the nation's productivity as well as increases in cost of living but the following comparison is interesting:

Cost of Living Index

1949	1969	% Increase
83.1	127.6	53.5

Table P-15

Military Pay - Commissioned Officers/Warrant Officers

Grade		Basic Pay only 1949	1969	Percent Increase	Basic Pay Plus Quarters & Sub. 1949	1969	Percent Increase
O-10	General	11,457	30,532	166.5	13,761	33,519	143.6
O-9	Lt.Gen.	11,450	26,939	135.3	13,754	29,926	117.6
O-8	Mj.Gen.	11,396	24,289	113.1	13,695	27,269	99.1
O-7	Bg.Gen.	9,726	21,118	117.1	12,024	24,096	100.4
O-6	Colonel	7,773	17,392	123.7	9,714	20,002	105.9
O-5	Lt.Col.	6,518	14,778	126.7	8,449	17,231	103.9
O-4	Major	5,725	12,431	117.1	7,474	14,730	97.1
O-3	Captain	4,471	10,032	124.4	6,042	12,147	101.0
O-2	1st Lt.	3,321	7,303	119.9	4,784	9,267	93.7
O-1	2nd Lt.	2,668	5,082	90.5	4,044	6,933	71.4
W-4	Ch.W.Off.	5,279	11,107	110.4	7,035	13,413	90.7
W-3	Ch.W.Off.	4,260	9,284	117.9	5,838	11,409	95.4
W-2	Ch.W.Off.	3,544	7,850	121.5	5,034	9,859	95.8
W-1	W.Officer	2,919	6,752	131.3	4,320	8,643	100.1

Table P-16

Military Pay - Enlisted Men

Grade		Basic Pay only 1949	1969	Percent Increase	Basic Pay Plus Quarters & Sub. 1949	1969	Percent Increase
E-9	Sg.Maj.	3,230	8,824	173.2	4,446	10,767	142.2
E-8	M.Sgt.	3,156	7,565	139.7	4,386	9,522	117.1
E-7	Sg.1st Class	3,059	6,509	112.8	4,308	8,425	95.6
E-6	St.Sgt.	2,565	5,562	116.9	3,795	7,401	95.0
E-5	Sgt.	2,121	4,641	118.8	3,334	6,402	92.0
E-4	Corporal	1,611	3,481	116.1	2,621	5,195	98.2
E-3	Private 1st Cl.	1,210	2,301	90.2	2,155	3,715	72.4
E-2	Private	1,013	1,643	62.2	1,954	2,983	52.7
E-1	Recruit	934	1,464	56.8	1,862	2,760	48.3

Civilian Pay

Pay for civilian personnel tends to move up at about the same rate as military pay or perhaps it should be stated in reverse; an effort is made to raise military pay so as to maintain comparability with civilian pay levels.

The cumulative influence of increases in civilian pay over the past 20 years is shown in the following table and it may be compared with Tables P-15 and P-16 on page 19 which give data on military pay increases during the same period.

Table P-29

Civilian Pay - General Schedule Personnel

Grade	Year 1949	Year 1969	Per Cent Increase
All Grades	4,620	9,390	103.3
GS-18	14,000	33,495	139.3
GS-17	12,493	30,390	143.3
GS-16	11,637	26,869	130.9
GS-15	10,520	23,225	120.8
GS-14	9,189	19,807	115.6
GS-13	7,995	16,929	111.7
GS-12	6,797	14,336	110.9
GS-11	5,813	12,037	107.1
GS-10	5,406	11,362	110.2
GS-9	4,965	10,228	106.0
GS-8	4,630	9,418	103.4
GS-7	4,185	8,373	100.1
GS-6	3,960	7,817	97.4
GS-5	3,549	6,916	94.9
GS-4	3,197	6,262	95.9
GS-3	2,952	5,535	87.5
GS-2	2,652	4,726	78.2
GS-1	2,465	4,319	75.2

ENCLOSURE 1

A STAFF STUDY OF PROMOTIONS TO
GENERAL OFFICER AND FLAG RANK IN 1969

Staff Study of Promotions to General Officer and Flag Rank

      The staff of the Blue Ribbon Defense Panel analysed 180 promotions to General Officer and Flag Rank (Grade O-7) in the year 1969 by the Army, Navy and Air Force.

      Each of the services supplied data on the officers promoted including a record of assignments since the officer was first commissioned.

      The results of this study are presented in the Tables which follow.

Table 1-1

Promotions in 1969 to Grade O-7 - Ranges in Age and Service

Service	Number Promoted	Age Average	Age Range From	Age Range To	Service Average	Service Range From	Service Range To
Army	64	46.9	43	52	25.0	21	27
Navy	40	49.4	46	54	26.0	22	29
Air Force	76	47.3	42	55	22.8	20	29
Total	180	47.6	42	55	24.4	20	29

      This table would indicate that some officers are being promoted to Grade O-7 at relatively early ages, particularly in the Army and Air Force.

Table 1-2

Education

Service	Number Promoted	College Graduates Service Academy	College Graduates Other College	No College Degree	Number with Advanced Degrees
Army	64	40	24	-	53
Navy	40	22	17	1	28
Air Force	76	22	34	20	38
Total	180	84	75	21	119

This table shows that graduates of the Service Academies do not have a monopoly on promotions to General Officer and Flag Rank. In proportion to their relatively small numbers they do well but graduates of other colleges, primarily those entering through ROTC and OCS, are also being selected for promotion at this level. Indeed 21 of those promoted were not college graduates at all. With one exception these were Air Force officers.

Complete data on job assignments were not available on 6 officers but the records of the remaining 174 officers have been analyzed as follows:

Table 1-3

Officers Promoted in 1969 to Grade O-7 - Number of Assignments

Service	Number Promoted	Number of Assignments	Average per Officer	Average months per Assignment
Army	59	1360	23.1	13.1
Navy	39	893	22.9	13.6
Air Force	76	1442	19.0	14.4
Total	174	3695	21.2	13.7

Table 1-4

Total Period in Different Types of Assignment

Service	Operational/ Command	School	Staff	Total
Army	8 yrs 10 mos	7 yrs	9 yrs 2 mos	25.0 years
Navy	10 yrs 11 mos	4 yrs 3 mos	11 yrs 6 mos	26.0 years
Air Force	6 yrs 11 mos	3 yrs 3 mos	12 yrs 7 mos	22.0 yrs 9 mos
Total	8 yrs 3 mos	4 yrs 9 mos	11 yrs 3 mos	24.0 yrs 3 mos

Table 1-5

Assignments in JCS-OSD-Unified Commands and other Joint Service

Service	Number of Officers			Number of Assignments				
	Total	With No Joint Service	With Joint Service	Total	JCS	OSD	Unified Commands	Other Joint Service
Army	59	19	41	68	18	15	28	7
Navy	39	25	14	18	5	3	8	2
Air Force	76	58	18	18	8	3	4	3
Total	174	102	72	104	31	21	40	12

This table indicates that of the officers promoted 72 or 40% had assignments in JCS, OSD, Unified Commands or other Joint service.

The percentages differed quite widely among the services - 62% of the Army officers in the group had joint service but only 35% for the Navy and 24% for the Air Force.

Furthermore of the 40 Army officers in the group 17 held 2 types of joint assignments and 5 held 3 types.

Table 1-6

Months in Joint Assignments

Service	Number of Officers	Total months in all Assignments	Months in Joint Assignments				
			Total	JCS	OSD	Unified Commands	Other
Army	59	17,748	1,643	328	514	688	113
Navy	39	12,153	458	72	87	194	105
Air Force	76	20,791	594	226	59	186	123
Total	174	50,692	2,695	626	660	1068	341

Over-all, these officers have spent 5.3% of their time in Joint Assignments with those in the Army at 9.3%, the Navy 3.8% and the Air Force 2.9%.

Either the best qualified officers aren't being assigned to joint service or the qualified officers who are assigned aren't being promoted.

Table 1-7

Service Schools Attended

	Army	Navy	Air Force	Total
Number of Officers Promoted	64	40	76	180
Number attending one or more Service Schools	64	33	60	157
National War College	12	4	15	31
Industrial College of the Armed Forces	9	9	18	36
Army War College	31	--	2	33
Naval War College	9	17	1	27
Air War College-Air University	3	2	15	20
Command and Staff College	60	1	3	64
Armed Forces Staff College	20	5	8	33
Air Command and Staff College	--	--	21	21
Inter-American College	1	--	--	1
U.K. Joint Service Staff College	1	--	--	1
Canadian Army Staff College	1	--	--	1
British Army Staff College	1	--	--	1
Number of Colleges Attended (Some officers attended more than one)	148	38	83	269